



# SOMERVILLE MANAGEMENT INITIATIVES

Mayor Joe Curtatone, City of Somerville  
93 Highland Ave, Second Floor  
(617) 625-6600 ext. 2103

## **SomerStat** (*Launched September 2004*):

Institutionalizes regular forums among key decision-makers to help departments identify problems early, assess success of service delivery, determine opportunities for improvement, and overcome obstacles faced with implementation of reform.

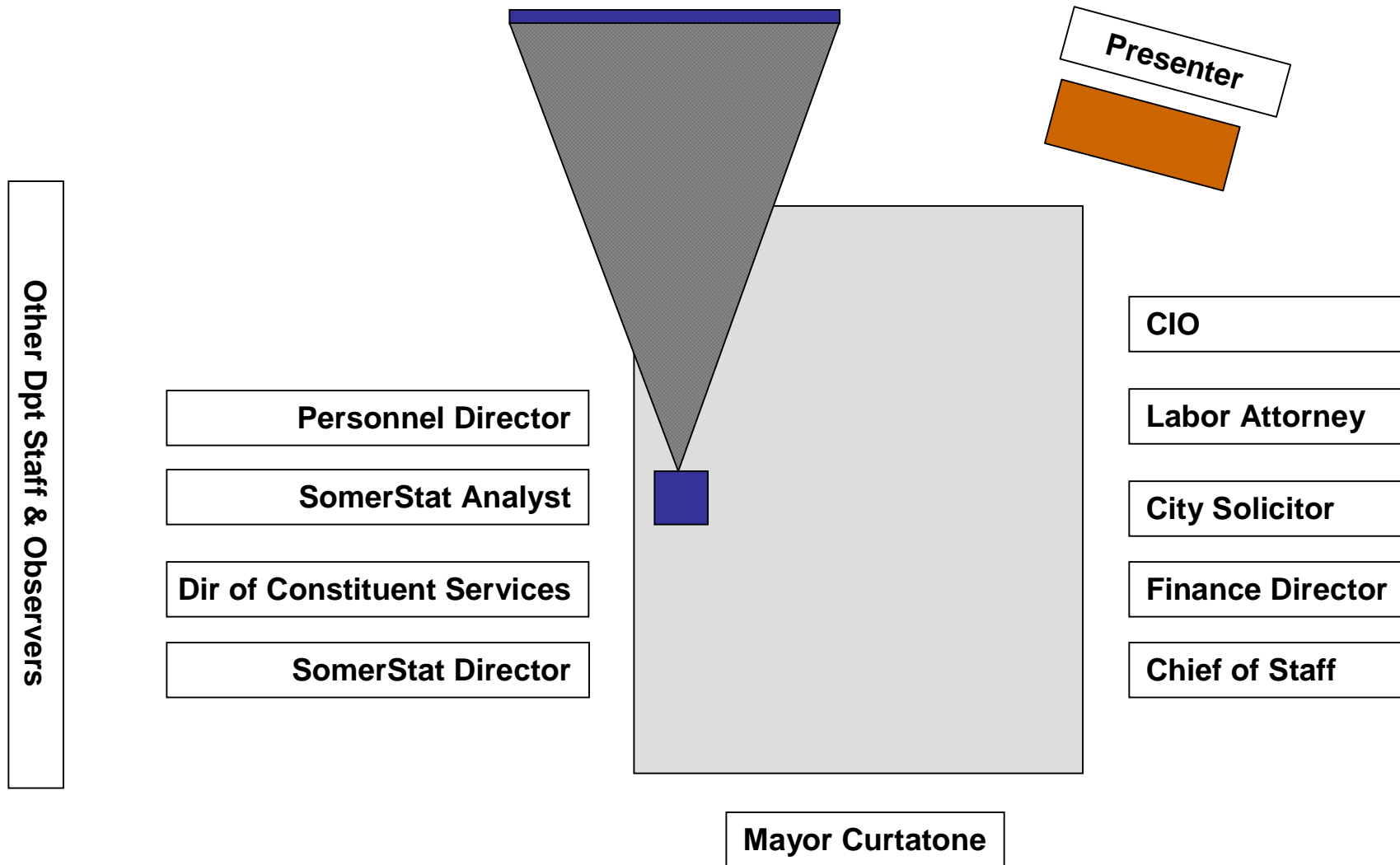
## **Program-Based Budget** (*Initiated September 2004*):

Links cost and revenue to departments' service delivery activities and goals.

## **311 Call Center** (*Launched December 2005*):

Provides data on departments' service demand and delivery that can be linked to cost and used to measure departmental performance.

## 2. SOMERSTAT: *Who attends?*

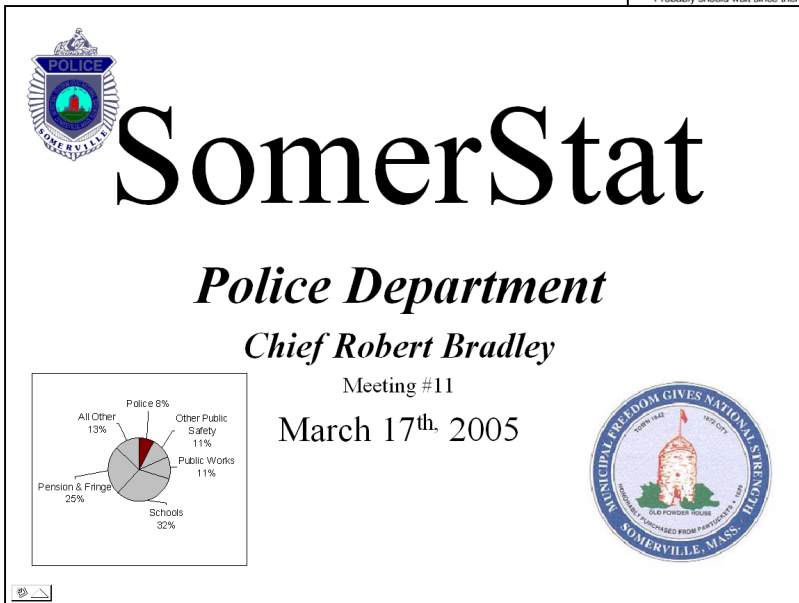


### 3. SOMERSTAT: *What happens before, during, and after meetings?*

#### Before the Meeting...

1. SomerStat prepares materials with Departments, based on their data, outstanding tasks, and ongoing projects/goals; and
2. E-mails materials to panel and presenter on day prior to meeting.

#### PRESENTATION:



#### TASK LIST:

SomerStat Project Update			
Wednesday, March 16, 2005 12:08:30 PM			
<b>POLICE</b>			
<b>Fee-based Revenues</b>			
Check on collections for towing funds from Pat's Towing. Can be worked on when Lt. Upton returns (2/17). Lt. Upton can check on total due and he or Mayor can call Pat's (3/3).	Police2.2.05	Report On	2/17/2005
Bean	In Progress	Person:	BRADLEY
Bradley			
<b>OT Monitoring &amp; Planning</b>			
Ensure that E911 positions are staffed so that officers are not used to fill in. Larry said he would check to see if part-time or retired officers could fill in. Will discuss with union on 1/21 and will move ahead with retired or laid off operators (1/20). Larry said the union discussion took place and he is moving forward with setting up a call list (1/28). Larry said that this will be in place in about six weeks, which is mid-March (2/3). Total police hours filling in for E911 was 1681 hours, or 114 open shifts (2/24).	Police12.2.04	Report On	12/16/2004
Murphy	In Progress	Person:	MURPHY
Bradley			
Request from Police explanation of how the LETF and Community Policing funding works and what it can be spent on. Can LETF be spent on range?	Other2.8.05	Report On	3/1/2005
Delany	In Progress	Person:	BRADLEY
Bradley			
Present plan for Police year-end surplus or deficits by PS line item at next Police SomerStat meeting on 3/17.	Other3.10.05	Report On	3/17/2005
Bean	In Progress	Person:	BRADLEY
Hirsch			
Bradley			
Use IDC and payroll data to report weekly (or as often as payroll data are updated) on OT spending. Update 1/19: simplified spreadsheets to better indicate spending projections.	Other12.2.04	Report On	6/30/2005
Hirsch	In Progress	Person:	HIRSCH
Bradley			
<b>Staffing &amp; Organization</b>			
Chief McLean to provide Stephanie any available job descriptions and organizational chart to work on creation of complete set. Stephanie will work with Chief to fill in blanks or revise. Captain Story gave Stephanie some material to work on for next Thursday (1/14). Created first draft of org chart (1/20).	Other1.4.05	Report On	2/3/2005
Hirsch	In Progress	Person:	BRADLEY
Bradley			
Review FY05 goals related to NEMLEC involve Police SomerStat (2/17).			
Bradley			
Chief will issue order to detail office staff to do. Probably should wait since there are a lot of options for two			

#### At the Meeting...

1. Panel reviews current Task List;
2. Discusses financial and personnel data;
3. Discusses service data (if available); and
4. Discusses projects and issues.

#### After the Meeting...

1. SomerStat updates Task List database and distributes personalized lists each Friday;
2. Discusses issues in daily meetings with Mayor; and
3. Follows-up on tasks in bi-weekly or weekly dpt. meetings and through calls and other meetings.

#### BRIEFING NOTES:

<b>Police Department</b> SomerStat Meeting #11 3/17/2005 Briefing Notes	
<i>Slides 1-3. Part I Crime</i>	
<ul style="list-style-type: none"><li>• Slides 1-3 were prepared by Frank Bates. Slides 1 and 2 show significant increases in burglaries (twice as many as last year and three times as many as 2004).</li></ul>	
<ul style="list-style-type: none"><li>• <b>Questions raised:</b><ul style="list-style-type: none"><li>◦ Do we have any strategy for burglary prevention or reduction?</li><li>◦ Is it possible to manage this kind of planning while also focusing on the budget and other pressing issues? If so, how?</li></ul></li></ul>	
<i>Slides 4-5. Personal Services Budget Projection</i>	
<ul style="list-style-type: none"><li>• The Chief and his staff have reviewed the FY05 PS budget and projected forward year-end deficit/surpluses in each line item as well as a few sources of funds to transfer into PS.</li></ul>	
<ul style="list-style-type: none"><li>• <b>Questions raised:</b><ul style="list-style-type: none"><li>◦ Why does the projected \$286,658 in Salaries differ from the \$204,557 we have been considering for "Unfilled Positions" in our regular OT monitoring?</li><li>◦ Why are some lines budgeted for \$0, but still spent on?</li><li>◦ How certain are the different sources of funds to transfer to PS?</li><li>◦ What is the situation with the \$54,000 targeted for reclassification to PS (vs. being spent on cruisers)?</li><li>◦ Have we determined what's in the LETF and available for FY05 spending?</li><li>◦ Are there any other sources of funds to transfer into PS?</li></ul></li></ul>	
<i>Slides 6-7. OT Use</i>	
<ul style="list-style-type: none"><li>• Slide 6 is an updated projection of Police OT use, assuming an April 1<sup>st</sup> start date for the reorganization plan and assuming OT is reduced to no more than \$10,000 per week for the remainder of FY05. Slide 7 summarizes causes that are addressed later in the presentation.</li></ul>	

## 4. SOMERSTAT: *Progress to Date*

### SOMERSTAT MEETINGS PROGRAM:

#### CURRENT

Traffic & Parking *9/23/04* (monthly)

Public Works *9/29/04* (bi-weekly)

Police *10/21/04* (bi-weekly)

Fire *10/27/04* (monthly)

IT *11/4/04* (monthly)

Personnel *11/9/04* (monthly)

Environmental *3/31/05* (monthly)

311 *4/28/05* (monthly)

Youth & Rec *7/27/05* (monthly)

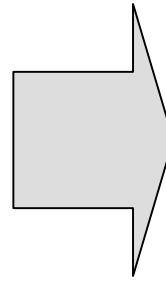
Library *9/14/05* (bi-monthly)

Health *9/27/05* (monthly)

Inspectional Services *10/5/05* (monthly)

Capital Projects *5/9/06* (monthly)

SPCD *9/15/2006* (weekly)



*Current departments' budgets account for 93% of the City's operational budget.*

#### FUTURE

Law

Finance

City Clerk

Council on Aging

Veterans

Grants Admin.

Elections

Communications

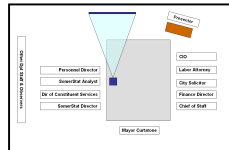
Arts Council



## 5. SOMERSTAT: *What is the SomerStat problem-solving cycle?*

**SomerStat analyzes data from administrative systems and prepares reports:**

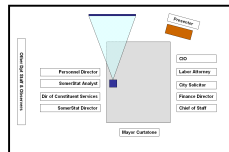
- Financial (Expenditures & Revenue) Data
- Service Operations Data
- Personnel Data



***AT MEETING: Panel uses SomerStat's analysis to identify problems and opportunities.***



**SomerStat works with departments to investigate those problems and opportunities that have been identified.**



***AT MEETING: Panel discusses new analysis and agrees on plan.***



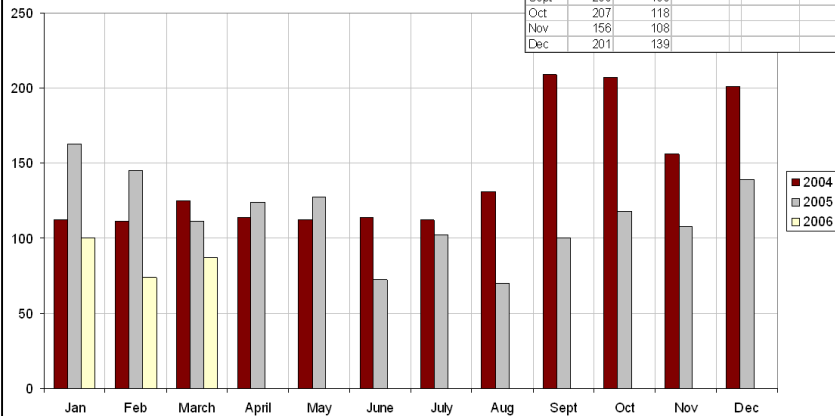
**SomerStat monitors implementation of plan going forward, updating at meetings.**

# 6. SOMERSTAT: Sample Slides – Financial & Personnel Data

## 10. Personnel Data – Benefit Days

Sick and Excused Days by Year and Month  
January 2004 – March 2006

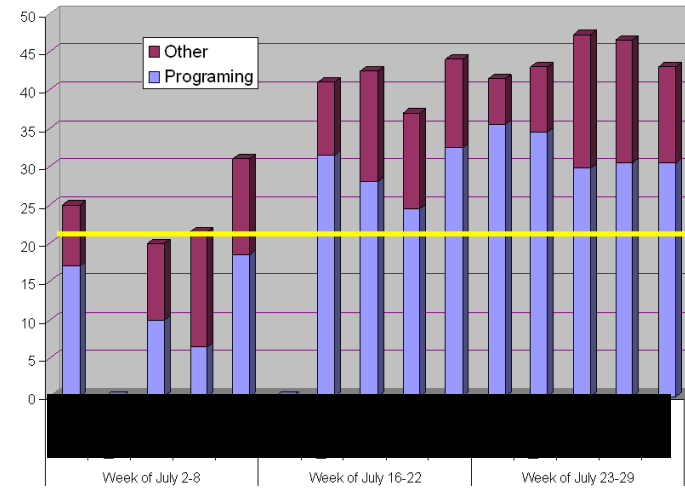
Month	Days Used			06 vs. '05	
	2004	2005	2006	Change	%Change
Jan	112	163	100	-63	-39%
Feb	111	145	74	-71	-49%
March	125	111	87	-24	-22%
April	114	124			
May	112	127			
June	114	72			
July	112	102			
Aug	131	70			
Sept	209	100			
Oct	207	118			
Nov	156	108			
Dec	201	139			



## 3. Programming Hours: Recreation

Summer Programming Hours Per Week

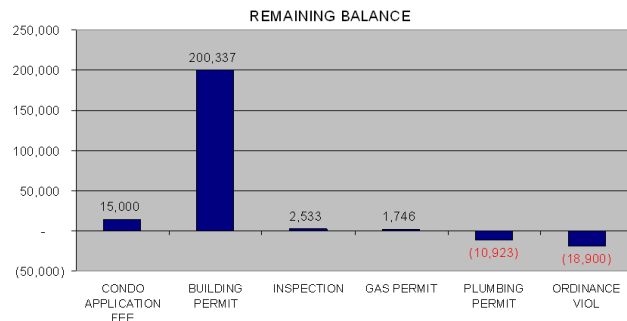
(Programming hours includes time at activities and prep/clean up time for activities)



The expectation is 20 programming hours a week in the summer.

## 3. Budget: Revenue Review FY06

INSPECTIONAL SERVICES DPT REVENUE BUDGET VS SPENDING THROUGH PERIOD 12							
ACCT	DESCRIPTION	TOTAL BUDGET	ACTUAL PLUS ENCUM	REMAINING BALANCE	MONTHLY REVENUE BUDGETED	MONTHLY REVENUE ACTUAL	MONTHLY AVG ACTUAL VS BUDGET
<b>WEEKLY PAYMENTS</b>							
43300	CONDO APPLICATION FEE	275,000	260,000	15,000	22,917	21,667	(1,250)
44810	BUILDING PERMIT	1,512,706	1,312,369	200,337	126,059	109,364	(16,695)
44811	INSPECTION	24,630	22,097	2,533	2,053	1,841	(211)
44820	GAS PERMIT	54,343	52,597	1,746	4,529	4,383	(146)
44830	PLUMBING PERMIT	70,508	81,431	(10,923)	5,876	6,786	910
47730	ORDINANCE VIOL	10,000	28,900	(18,900)	833	2,408	1,575
<b>Total</b>		<b>1,812,336</b>	<b>1,594,466</b>	<b>217,870</b>	<b>151,028</b>	<b>132,872</b>	<b>(18,156)</b>



## 9. Budget Review: FY06 Projections

POLICE PERSONAL SERVICES BUDGET VS SPENDING - PROJECTIONS FOR FY06 BASED									
ACCT	DESCRIPTION	TOTAL BUDGET (w/ reimbursements)	ACTUAL PLUS ENCUM	REMAINING BALANCE	WEEKLY SPENDING AVAILABLE	5/6/2006	5/13/2006	TWO-WEEK ACTUAL VS BUDGET	PROJECTED SURPLUS/ (DEFICIT)
<b>WEEKLY PAYMENTS</b>									
51110	SALARIES	8,037,432	6,717,533	1,319,899	188,557	151,220	152,060	36,917	258,419
51120	CROSSING GUARDS	273,000	199,635	73,365	10,481	6,553	-	7,204	50,430
51300	OVERTIME	450,000	511,795	(61,795)	(8,828)	11,850	6,689	(18,097)	(126,682)
51310	TRAINING - OVERTIME	62,000	65,401	(3,401)	(486)	1,278	2,823	(2,536)	(17,755)
51420	COURT TIME	158,750	176,088	(17,338)	(2,477)	4,827	4,506	(7,143)	(50,004)
51430	SHIFT DIFFERENTIALS	400,834	344,949	55,885	7,951	7,892	7,894	63	439
51460	OUT OF GRADE	16,000	25,463	(9,463)	(1,352)	489	612	(1,902)	(13,317)
<b>Total</b>		<b>9,397,786</b>	<b>8,040,864</b>	<b>1,356,922</b>	<b>193,846</b>	<b>184,109</b>	<b>174,574</b>	<b>14,505</b>	<b>101,532</b>
<b>PERIOD PAYMENTS</b>									
51410	LONGEVITY	42,450	43,375	(925)					0
51530	HOLIDAYS	509,323	492,789	16,534					0
51532	HOLIDAYS - S.M.E.A.	889	900	(11)					0
51540	PERFECT ATTENDANCE	10,000	7,900	2,100					0
51690	OTHER DIFFERENTIALS	1,313	1,257	56					0
51691	OTHER LUMP SUM PAYMENTS	127,077	125,677	1,400					0
51692	5/2 BUYBACK	58,832	42,829	16,003					0
51920	SICK LEAVE BUYBACK	0	7,444	(7,444)					0
51930	UNIFORM ALLOWANCE	57,250	47,275	10,000					0
51950	EDUCATIONAL INCENTIVE	1,000	0	1,000					0
<b>Total</b>		<b>808,134</b>	<b>769,446</b>	<b>38,688</b>					<b>0</b>
<b>TOTAL</b>		<b>10,205,920</b>	<b>8,810,310</b>	<b>1,395,610</b>					<b>101,532</b>
Weeks Completed		45.25							
Weeks Remaining		7.00							

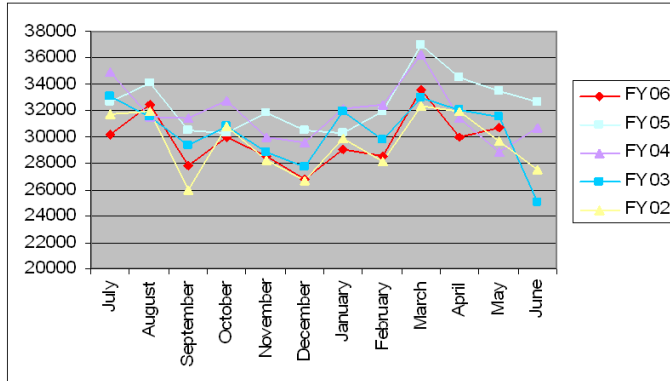
### NOTES:

•Anticipate a year-end surplus

# 7. SOMERSTAT: Sample Slides – Service Data & Projects

## 2. Circulation Statistics

**Somerville Monthly Circulation Statistics**



	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June
FY06	30,140	32,496	27,800	29,994	28,500	26,816	29,009	28,492	33,546	30,009	30,732	
FY05	32,652	34,053	30,443	30,295	31,805	30,464	30,289	31,889	36,959	34,474	33,472	32,639
FY04	34,950	31,473	31,461	32,721	29,983	29,541	32,127	32,412	36,236	31,441	28,887	30,651
FY03	33,056	31,531	29,309	30,814	28,843	27,759	31,980	29,772	32,941	32,045	31,544	25,027

## 9. Newsbox Licenses

**Newsbox 2005 Data**

**Paid Boxes** 128  
**Unpaid Boxes** 185

NEWSPAPER	# OF BOXES	AMOUNT PAID	DATE PAID	COST PER BOX
Boston Globe	41	-		
Somerville Journal	35	\$1,400	8/30/2005	\$40
Employment News	28	-		
Job Source	26	-		
Boston Herald	23	\$400	8/10/2005	\$17
Employment Guide	22	\$550	8/17/2005	\$25
East West Mortgage	21	-		
Boston Phoenix	16	\$425	7/20/2005	\$27
Somerville News	14	\$325	3/14/2005	\$23
Auto Mart	14	-		
Computer User	8	-		
Investments Ltd	8	-		
Weekly Dig	8	-		
Stuff at Night	6	\$300	7/20/2005	\$50
B.C.A.E.	6	-		
Editorial Humor	5	-		
City Shopper	4	\$125	5/20/2005	\$31
Improper Bostonian	4	\$225	7/27/2005	\$56
Som Map Stand	4	-		
Barstool Sports	3	\$75	7/28/2005	\$25
Boston Roommate	3	-		
Grub St Writers	2	-		
Inside Magazine	2	-		
Just Rentals	2	-		
Punchline Inc	2	-		
Square Deal	2	-		
Metro Sports Boston	1	\$325	4/25/2005	\$325
Just Properties	1	-		
Real Estate Book	1	-		
World Journal	1	-		
<b>TOTAL</b>	<b>313</b>	<b>\$4,150</b>		<b>\$13.26</b>

## 1. Part I Crime: Year to Date

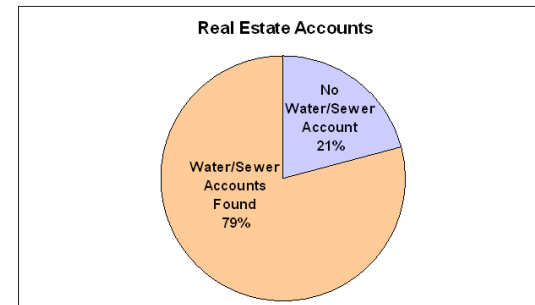
*Crime report for period: January 1st to August 12th - YTD*

	2004	2005	2006	% CHANGE '06 vs. '05	% CHANGE '06 vs. '04
<b>Violent Crime</b>					
Homicide	3	0	0	0%	-100%
Sexual Assault	13	25	25	0%	92%
Robbery	62	77	83	8%	34%
Agg. Assault	81	62	89	44%	10%
<b>Violent Crime</b>	<b>159</b>	<b>164</b>	<b>197</b>	<b>20%</b>	<b>24%</b>
<b>Property Crime</b>					
Burglary	262	355	280	-21%	7%
Residential	222	311	214	-31%	-4%
Commercial	40	44	66	50%	65%
Larceny	639	492	699	42%	9%
Non MV	326	343	449	31%	38%
MV	313	149	250	68%	-20%
Vehicle Theft	219	230	204	-11%	-7%
<b>Property Crime</b>	<b>1,120</b>	<b>1,077</b>	<b>1,183</b>	<b>10%</b>	<b>6%</b>
<b>All Part I Crime</b>	<b>1,279</b>	<b>1,241</b>	<b>1,380</b>	<b>11%</b>	<b>8%</b>

## 6. Water Update: Reconciling Real Estate and Water/Sewer databases

IT provided the Water department with a list of Real Estate accounts with no associated Water/Sewer account.

- 15,703 accounts were processed
- 12,434 associated Water/Sewer accounts were found
- 3,269 Real Estate accounts had no associated Water/Sewer accounts



## 8. SOMERSTAT: Sample Slides – DPW OM Spending

### 8. All Departments OM

DPW All Departments	Budget	Encumbrances	Actual	Remaining	% Remaining
8001 Administration	262,028	53,041	154,714	54,273	20.71%
8002 Electrical	99,399	26,567	34,969	37,863	38.09%
8003 Engineering	400	0	0	400	100.00%
8004 Snow Removal	200,000	223,520	203,483	(227,003)	-113.50%
8005 Highway	340,419	146,178	157,135	37,106	10.90%
8006 Sanitation	3,890,287	1,374,078	2,495,183	21,026	0.54%
8007 B&G	5,492,629	2,257,093	2,921,021	314,515	5.73%
8008 Water	333,000	114,317	125,755	92,928	27.91%
8009 Sewer	235,122	27,681	102,595	104,846	44.59%
4501 W&M	5,260	1,234	1,892	2,134	40.57%
<b>Total</b>	<b>10,858,544</b>	<b>4,223,709</b>	<b>6,196,747</b>	<b>438,088</b>	<b>4.03%</b>

Monitoring of DPW OM Spending, led to an analysis of increased FY05 tipping fees and energy use.

### 16. Trash – Increase Analysis

#### Analysis of Factors Causing Projected Waste Expense Increase

Average Monthly Volume Change				
	FY04	FY05	Difference	% Difference
City Tonnage	202	212	11	5%
Russell Tonnage	2,861	3,157	297	10%
Other Trucks	22,738	20,660	(2,078)	-9%
Recycling	350	363	13	4%

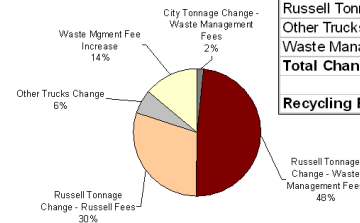
#### Price Change

Waste Management	56.63	58.35	2	3%
Recycling Charge	16.665	17.667	1,002	6%

Note: New Waste Management fee charged Aug 1st, '04. New Recycling fee charged Jan 1, '05

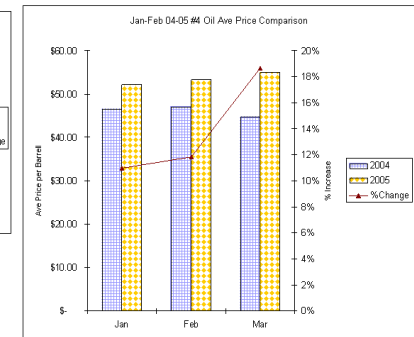
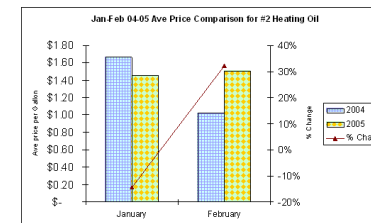
#### Causes of Projected FY05 vs. FY04 Spending Increase

City Tonnage Change - Waste Management Fees	7,185
Russell Tonnage Change - Waste Management Fees	201,542
Russell Tonnage Change - Russell Fees	124,562
Other Trucks Change (Decrease in Volume)	24,933
Waste Management Fee Increase	57,939
<b>Total Change</b>	<b>416,161</b>
<b>Recycling Fee Increase</b>	<b>7,012</b>



### 13. OM Projections – Heating Oil

#4 Heating Oil Avg Unit Price				#2 Heating Oil Avg Unit Price			
Month	2004	2005	% Change	Month	2004	2005	% Change
Jan	\$ 46.53	\$ 52.28	11%	January	\$ 1.66	\$ 1.45	-14%
Feb	\$ 46.98	\$ 53.28	12%	February	\$ 1.02	\$ 1.50	32%
Mar	\$ 44.73	\$ 54.98	19%				



These analyses led to:

1. Efforts to increase recycling and lower energy use through new Environmental Indicators meetings;
2. A focus on better projections of energy use for FY06 and an effort to get consolidated, digital NSTAR bills;
3. A requirement that homeowners requesting construction permits for work exceeding \$5,000 demonstrate where they will dispose of trash (rather than put it in City trash);
4. A plan to hire code enforcers in FY06;
5. An analysis of Somerville's Waste Transfer Station contract.

## 9. PROGRAM BUDGET: *FY06 Activity/Program Budget*



With the help of KSG Professor Linda Bilmes' Accounting classes in three different semesters, all City departments prepared a program/ performance-based budget. The Rappaport Institute helped facilitate the project.

The budget provides a plan, goals, and performance measures for the 100+ functional areas of the City.



## 10. PROGRAM BUDGET: *Step 1: Reviewed Line Item Budget*

ORG 3501 ELECTIONS		FY04 ACTUAL EXPENDITURES	FY05 BUDGET	FY05 EXPEND THRU 12/31	EXECUTIVE PROPOSAL
PERSONAL SERVICES					
51110	SALARIES	186,385	191,490	93,236	192,719
51115	SALARIES - MONTHLY	6,166	6,530	1,813	6,530
51200	SALARIES & WAGES TEMPOR'Y	60,615	55,000	46,105	85,300
51300	OVERTIME	35,168	18,000	20,018	64,592
51410	LONGEVITY	1,650	1,700	850	2,175
51532	HOLIDAYS - S.M.E.A.		1,030	520	523
51540	PERFECT ATTENDANCE	350		800	
51691	OTHER LUMP SUM PAYMENTS		350	350	350
51920	SICK LEAVE BUYBACK	5,402			
51930	UNIFORM ALLOWANCE	350			
TOTAL P-ACCT 51000		296,086	274,100	163,692	352,189
ORDINARY MAINTENANCE					
52460	REPAIRS OFFICE EQUIPMENT				
52620	REPAIRS-TOOLS & EQUIPMENT	443	500	73	500
52710	RENTALS-BUILDINGS	126	319	420	750
52730	RENTAL VEHICLES				
52760	RENTALS OFFICE EQUIPMENT				
53000	PROFESSIONL & TECHNCL SVC	16,421	11,500	5,063	18,000
53060	ADVERTISING	3,035	4,000	2,340	8,000
53135	COURT FEES	275			
53140	POLICE DETAIL				
53200	TUITION				
53420	POSTAGE	22,614	21,675	102	21,675
54200	OFFICE SUPPLIES	2,769	3,500	1,271	3,500
54201	OFFICE EQUIPMENT			1,864	
54210	PRINTING & STATIONERY	14,192	8,000	5,009	17,000
54221	COMPUTER EQUIPMENT				
54230	PHOTOCOPYING				
54240	BOOKS & BOOKBINDING	369	3,000	1,482	2,000
54900	FOOD SUPPLIES & REFRESHMT	574	450	1,891	800
57100	IN STATE TRAVEL	685	600	107	600

# 11. PROGRAM BUDGET: Steps 2&3: Identified Programs & Activities

## ORG 3501: ELECTION COMMISSION

Programs

Activities

<b>Annual Census</b>		<i>Total Responses to Annual Census</i>	28,000
<u>Activity:</u>	<u>Proposed Output Measure:</u>		
Identify Multi Units and Process Multi-Unit Census Forms	# of forms processed		2,500
Process Census Forms	# of census forms received		18,500
Design and Mail Census Forms	# of census forms mailed		37,000
Design and Mail Followup Postcards	# of postcards mailed		17,500
Process Follow-up Mailing	# of postcards received		9,500
<b>Election Management</b>		<i># of Precincts * # of Elections</i>	63
<u>Activity:</u>	<u>Proposed Output Measure:</u>		
Prepare and Process Nomination and Petition Papers and Provide Candidate Education and Services	# of nomination and petition forms prepared and processed		1,000
Coordinate Poll Workers	# of election workers recruited and trained		300
Provide Supplies for Precinct Wardens	# of supply kits provided		21
Operate Election Call Center and Monitor Voting Areas	# of calls responded to		1,500
Review Precinct Returns	# of documents verified		150
Process Provisional Ballots and Transmit Official Results	# of votes cast		30,430
<b>Public Records</b>		<i>Types of records kept</i>	12
<u>Activity:</u>	<u>Proposed Output Measure:</u>		
Maintain Election Results Records	# of election records maintained - Tally books		42
Answer Requests for Public Information	# of information requests filled		500
Monitor Campaign Finance Reporting and Maintain Records	# of requests to candidates to submit reports		50
Maintain Ethics Commission Records	# of records collected		50
<b>Voter Registration/ Absentee Ballot</b>		<i># of absentee ballots processed</i>	2,430
<u>Activity:</u>	<u>Proposed Output Measure:</u>		
Maintain Voter Database	# of new voter registrations received, changes, and deletions from database		56,319
Mail Absentee Ballot Applications and Process Completed Applications	# of Absentee Ballot applications and ballots received		2,500
Mail and Process Absentee Ballots	# of Absentee Ballots received and in-person early votes.		2,430

## 12. PROGRAM BUDGET: Step 4 – Allocated Resources to Programs

		% Time Allocated in Each Program				
		Annual Census	Election Management	Voter Registration/ Absentee Ballots	Public Records	Total (should = 100%)
<b>PERSONAL SERVICES:</b> Please allocate percentage of time spent on each program by employee based on spending from Personal Services.						
From % allocations, derived spending on each program						
<u>Position</u>	<u>Name</u>					
Chairman	Nicholas Salerno	10%	65%	5%	20%	100%
Dep. Election Comm	Louise McCarthy	25%	60%	10%	5%	100%
Ass. Election Comm	Edna Murray	35%	20%	40%	5%	100%
Sr Clerk	Jean Rogers	35%	20%	40%	5%	100%
	Sarah Dinan	35%	30%	35%		100%
Election Commission	Anthony J Alibrandi	5%	95%			
Election Commission	Laurinda Bedingfield	5%	95%			
Election Commission	Emily Pero	5%	95%			
<b>FTE</b>		1.05	1.65	0.95	0.35	4.00
<b>ORDINARY MAINTENANCE:</b> Please distribute ordinary maintenance costs to the programs to which they correspond.						
<u>Account Number</u>	<u>Description</u>					
52620	Repairs - Tools & Equipment		40%	40%	20%	100%
52710	Rentals-Buildings		100%			100%
52730	Rental Vehicles					0%
52760	Rentals Office Equipment					0%
53000	Professional & Technical Svc.		100%			100%
53060	Advertising		100%			100%
53420	Postage	95%	5%			100%
54200	Office Supplies	15%	75%		10%	100%
54201	Office Equipment	16%	48%	16%	20%	100%
54210	Printing and Stationary	15%	77%	6%	2%	100%
54240	Books and Bookbinding	100%				100%
54900	Food Supplies and Refreshment		100%			100%
57100	In State Travel		100%			100%
57300	Dues and Memberships		100%			100%
57870	Census	100%				100%



# 13. PROGRAM BUDGET: Step 5 – Used Budget for Decision Making

## From 10/29/05 SomerStat Meeting on Police Detail Office

### 19. Revenue Review – Detail Administration Fee

#### ORG 4301: POLICE DEPARTMENT

#### PROGRAM COST AND ACTIVITIES

#### PROGRAM: DETAIL OFFICE

Description: Provide event planners, corporations, and organizations with access to security services of off-duty uniformed police officers.

#### PROGRAM COST CENTER SUMMARY

	FY05 (Bgt.):	FY06 (Proj.):
<u>Output:</u> Dollars earned for all detail officers/year. (Based on Lt. Jones' payroll records.)	1,538,826	1,538,826
<u>Cost:</u>	\$244,907.91	\$255,545.45
<u>Output Cost:</u>	\$0.15	\$0.16
<u>FTEs:</u>	3.00	3.00
<u>Outcome 1:</u> % of administrative cost covered by fee.	43%	
<u>Outcome 2:</u>		

#### PROGRAM FY06 GOALS

1. Implement new software system.
2. Make decision on future staffing.
3. Streamline office procedures.

#### PROGRAM ACTIVITIES AND OUTPUTS (NOTE: FY05 are estimated, and FY06 are projected.)

<b>Ensure Special Event Details are Filled</b>	<b>FY05:</b> 43,966	<b>FY06:</b> 44,000
<u>Description:</u> Ensure public safety during special events.	<u>Output:</u> # of hours of detail work provided. (Lt. Jones payroll records.)	
<b>Manage Accounts Receivable</b>	<b>FY05:</b> 106,500	<b>FY06:</b> 106,500
<u>Description:</u> Bill for detail work and ensure officer payment.	<u>Output:</u> Fees collected. (Lt. Jones payroll records.)	
<b>Minimize Unfilled Detail Requests</b>	<b>FY05:</b> 289	<b>FY06:</b> 300
<u>Description:</u> Ensure that officers are available to fill detail requests.	<u>Output:</u> # of unfilled requests. (Lt. Jones payroll records.)	

Anticipated revenue based on collection of 10% of dollars earned by officers:  
 $\$1,538.826 \times 10\% = \$153,882$  (A gap of **\$53,882** between anticipated collections and actual)

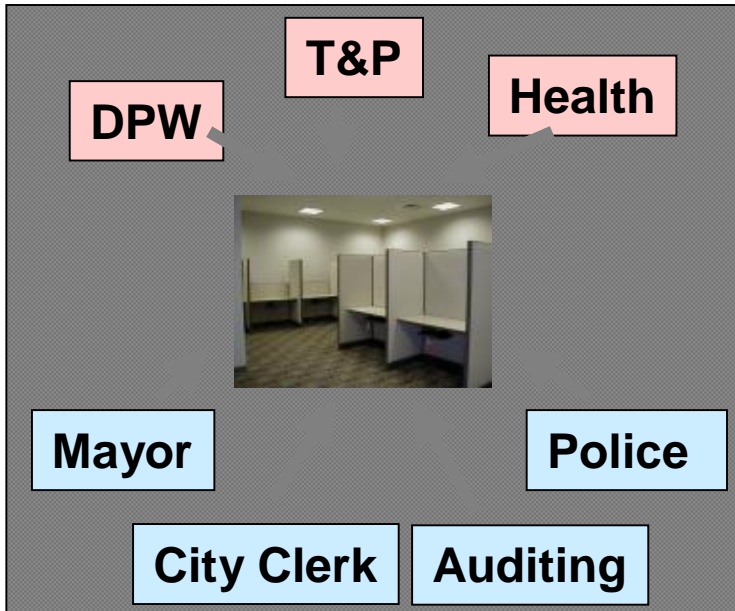
Anticipated revenue based on cost recovery (FY05):  
 $\$106,500 / \$244,907 = 43\%$  (A gap of **\$144,907** between cost and collections)

## 14. NEXT STEPS: *Future SomerStat Initiatives*

Initiative	Planned Start Date
•Follow-up with regional cities and towns who are launching “Stat” programs or call centers to compare notes and establish benchmarks.	Winter 2006
•Launch SchoolStat and carry out activity based costing in schools.	Winter 2006
•Extend activity-based costing model so that City has real-time data on cost per service output.	Spring 2007
•Pilot “Stat” meetings that allow for consolidation of Somerville-related data from different levels of government and local businesses or non-profits (e.g. MBTA, DCR, DSS) and coordination on service delivery to Somerville residents.	Summer 2007

## 15. 311: What is 311?

### 311 Call Center



- Launched in December of 2005, Somerville's 311 center and CRM system allows employees, citizens, and City Aldermen to submit work requests via the web or the 311 phone line and to monitor their completion.

### Web Based Service Request Portal

A screenshot of the City of Somerville Online Help & Support portal, displayed in a Microsoft Internet Explorer browser window. The page features a navigation bar with links to various city services and a search bar. The main content area includes sections for finding information, submitting questions, making requests, and tracking requests. A table of frequently asked questions is also visible.

#	Description	Categories
1	Application for Commercial Recycling pick-up.	ALL ITEMS
2	Curbside recycling in Somerville.	ALL ITEMS

## 16. 311: What were the key decision points?

<p><b>Use 3-5 Current DPW Clerks</b></p> <ul style="list-style-type: none"> <li>+ No additional costs</li> <li>+ Clerks already familiar with DPW work request distribution</li> <li>+ Clerks are located in same work area</li> <li>+ Supervisory structure already in place</li> </ul> <p>***</p> <ul style="list-style-type: none"> <li>- Change in working conditions requires collective bargaining</li> <li>- Hours of operation would be limited to current DPW hours</li> <li>- Number of call takers would limit response capacity</li> <li>- Clerks would require training for non-DPW calls</li> </ul>	<p><b>Hire 4-8 New Call Takers/Supervisors</b></p> <ul style="list-style-type: none"> <li>+ Collective bargaining issues would be minimized</li> <li>+ Hours of operation could be more flexible</li> <li>+ Call response capacity would be higher</li> <li>+ Extensive training would be required</li> </ul> <p>***</p> <ul style="list-style-type: none"> <li>- Additional cost of \$140-280K</li> <li>- New call takers would require extensive training</li> <li>- Additional workspace, desks, phones would have to be found/purchased</li> </ul>	<p><b>8 am – 4 pm; Monday - Friday</b></p> <ul style="list-style-type: none"> <li>+ Could be staffed by current employees</li> <li>+ Potentially covers bulk of calls</li> <li>+ Limits personal services cost</li> <li>+ Call center could be easily based out of any city building.</li> </ul> <p>***</p> <ul style="list-style-type: none"> <li>- Could be confusing to residents</li> <li>- Presents problem for dealing with after-hour or emergency calls</li> <li>- Requires OT or schedule change to cover late Thursday nights</li> </ul>	<p><b>24 Hours, 7 Days</b></p> <ul style="list-style-type: none"> <li>+ Provides valuable service to residents</li> <li>+ Could transfer emergency calls to 911</li> <li>+ Captures all work requests</li> </ul> <p>***</p> <ul style="list-style-type: none"> <li>- Requires 24-hour building</li> <li>- Could not be staffed by current employees without bargaining</li> <li>- Increases personal services cost</li> </ul>
<p><b>Use Current DPW Desks &amp; Workspace</b></p> <ul style="list-style-type: none"> <li>+ No additional costs</li> <li>+ Located close to DPW division heads (could ease transition)</li> </ul> <p>***</p> <ul style="list-style-type: none"> <li>- Room is the center of much activity, noise and potential distractions</li> <li>- Hours of operation might be limited by DPW building access</li> </ul>	<p><b>Build New Call Center</b></p> <ul style="list-style-type: none"> <li>+ Dedicated space could produce better service/results</li> <li>+ Could be located in a 24-hour public safety building, near 911 call takers</li> </ul> <p>***</p> <ul style="list-style-type: none"> <li>- Additional cost of approx. \$10K</li> <li>- Potential delays due to construction</li> <li>- Locations near emergency call takers could cause controversy</li> </ul>	<p><b>Dedicated DPW Line (652-0311)</b></p> <ul style="list-style-type: none"> <li>+ Minimal cost</li> <li>+ Easy installation</li> </ul> <p>***</p> <ul style="list-style-type: none"> <li>- Doesn't meet inaugural or mid-term promises</li> <li>- Could be confusing to residents</li> </ul>	<p><b>311</b></p> <ul style="list-style-type: none"> <li>+ Provides valuable, simple service to residents</li> <li>+ Fulfills inaugural and mid-term promise</li> </ul> <p>***</p> <ul style="list-style-type: none"> <li>- Requires 25K fee for set-up, plus additional cost per call</li> </ul>
<p><b>DPW Calls Only</b></p> <ul style="list-style-type: none"> <li>+ Limited training required</li> <li>+ Work request flow already exists</li> <li>+ Simplified software development and implementation</li> </ul> <p>***</p> <ul style="list-style-type: none"> <li>- Could be confusing to residents</li> <li>- Would complicate attempts to track requests for other departments</li> </ul>	<p><b>City-wide Calls &amp; General Information</b></p> <ul style="list-style-type: none"> <li>+ 'One-stop shopping' for all Somerville-related calls</li> <li>+ Captures wide-range of work requests</li> <li>+ Would capture additional topics of interest for both residents and City</li> </ul> <p>***</p> <ul style="list-style-type: none"> <li>- Requires extensive training</li> <li>- Complex software development and implementation</li> <li>- Requires general information database</li> </ul>	<p><b>Current PCs w/Work Order Software</b></p> <ul style="list-style-type: none"> <li>+ Minimal cost (iDC software purchase and installation), \$10k-25k</li> <li>+ Only software would require training</li> </ul> <p>***</p> <ul style="list-style-type: none"> <li>- Would not allow for complex self-help menu</li> <li>- Would not provide strategic routing of calls or voice response system</li> <li>- Might lead to callers remaining 'on hold'</li> </ul>	<p><b>New Systems with Automatic Call Distribution and Work Order Software</b></p> <ul style="list-style-type: none"> <li>+ Strategic call routing to 'experts' based on # of incoming call or self-help menu choice</li> <li>+ Could handle general calls for information automatically</li> <li>+ Could handle higher volume of calls</li> </ul> <p>***</p> <ul style="list-style-type: none"> <li>- High cost for systems (\$110k-125k) and software purchase and installation</li> <li>- Extensive training required</li> </ul>

## 17. 311: *What are the hours and scope of Somerville's 311?*

- Main 311 call center is open 8:30 to 4:30 p.m. each day, and until 7:30 p.m. on Thursdays;
- 311 takes all of DPW's calls and general informational calls;
- 311 will take all of Traffic and Parking's calls later this month, including the processing of many of T&P's transactions;
- After hour calls are routed to the Police Department's console operators;
- If an operator is on break, the call goes to an external, contracted after-hours call center;
- Urgent after-hour calls are dispatched and those that can wait are entered into the CRM for response when 311 opens the next morning.

(2) IN (\*FILED\*): 2006-08-20 11:07AM PPP  
OUT (\*FILED\*): 2006-08-20 11:10AM PPP V/M

Who's Clg Pls:STEPHANIE HIRSCH  
A/C & Phone:617-512-4847  
Address:17 FREEMONT AVE  
You are calling regarding:OTHER/NOT LISTED  
Routine call- v/m and deliver:GANG GRAFFITTI ON SIDEWALK IN  
LINCOLN PARK  
Urgent DPW Calls:patch to DPW Cell:  
Patch Call to Joe Corricelli:  
Non Ex Police Calls Patch per M/C:  
DPW ERS:Patch to Fire Depart:  
REFER CALL TO 911 :  
\*\*\*\*\* ACTIVITIES \*\*\*\*\*  
1) 08-20 11:10AM PPP RECORD  
2) 08-20 11:10AM PPP EDIT

\*\*\*\*\* END OF MESSAGES \*\*\*\*\*

## 18. 311: What technology did it take to start 311?

- CRM (customer relationship management) software;
- Work order software that allows departments to dispatch work requests and analyze for prioritization;
- 311 functionality from all local and wireless providers;
- Call monitoring and call auditing software;
- High quality content management for web site and web traffic tracking capabilities.

### 13. 311 Capacity

#### Reaching 311

- Internet
- Verizon
- RCN
- Comcast
- AT&T
- T-Mobile
- TTY
- Sprint/Nextel

#### On the Horizon

- Cingular

### 20. CRM: Current System

Somerville - Hirsch Stephanie

Me My Dept

New	2	39
Open	0	0
Unresolved	0	0

Issues

Edit Views

Selected View: Items Created By Me

Search

### 21. CRM: Proposed System

POLICE FIRE & EMERGENCY PUBLIC WORKS

PUBLIC HEALTH PARKS & RECREATION SLAs

QUERIES

- ☐ 311 Metrics
- ☐ SLA Status
- ☐ Violent Crime
- ☐ Car Theft
- ☐ SUV
- ☐ Fire
- ☐ Ambulance
- ☐ Overtime Pay
- ☐ City Service Metrics
- ☐ SLA Status
- ☐ Permitting
- ☐ Pot Holes
- ☐ Abandoned Autos
- ☐ Street Cleaning
- ☐ Call Center Metrics
- ☐ SLA Status
- ☐ Calls Not Answered
- ☐ Calls Open
- ☐ Open Calls over 24 hour
- ☐ Citizen Correspondence
- ☐ SLA Status
- ☐ Correspondence Aging R
- ☐ Correspondence by Type

VIOLENT CRIME - FY04 B, FY05

OVERTIME HOURS THIS MONTH

POT HOLES NOT REPAIRED IN 72 HOURS

Ward	Address	HW	Count
Ward 1	3800	304 First St. NW	Hanning 25
Ward 1	3800	307 Third St. NW	Mathers 25
Ward 1	3800	309 Third St. NW	Cooper 25
Ward 1	3800	1001 East St. NW	Burger 25

CALL CENTER - OPEN CALLS

ALERTS

- 17th and D Streets closed
- because of gas leak
- Local removal from results
- overdue to Ward 1
- Street light outages over 1000
- Ward 4
- Street light outages over 1000
- Ward 5
- There are 10 calls between 11-13 and 11-15

HOT TOPICS

- My Alerts
- Office Hours
- 4 Main Pages
- Call Center SLA Violation
- City Services SLA Violation

Powered by IntelliGov

## 19. 311: What helped Somerville succeed?

- Designee from Mayor's Office rolled out program;
- After planning period, we hired a professional call center/operations expert to run center;
- Hired non-union Customer Service Representatives;
- Director applies private sector principles to call center management;
- Director has high-profile position and participates in SomerStat and Mayor's meetings.

January 16, 2006

Issue 1.1

THE HEADSET GAZETTE

This week's numbers

CRM Breakdown\*

311 handled 1380 calls resulting in a total of 364 service requests.

Sanitation	190
Highway	077
Graftin	011
Snow**	018
NStar	022
B & G	028
Advocacy	005
Other	013

Thought of the Week

We are what we repeatedly do. Excellence, then, is not an act, but a habit.

- Aristotle

Reminders

Christmas tree pick up began January 3, 2006 and will continue thru January 31, 2006. Residents can dispose of their Christmas trees outside on their regular trash day. Trees clear of all decorations will be run thru a chipper and converted to mulch which will be available free of charge to any interested Somerville resident. All other trees will be disposed as regular trash by Russell Disposal.

The Annual city census was mailed

### 13. Personnel: New Hire

Week One		Week Two	
<b>Somerville 311 New Employee Training</b> <b>Day 1 Monday September 11</b> 8:30-9:30 <b>Constituent Services Expectations</b> 9:30-10:00 What is 311 10:00-10:30 Department Goals 10:30-12:00 Phone training 12:00 - 1:00 <b>Lunch</b> 1:00- 3:00 City Departments with Jessie Baker 3:00-4:30 Finding information: CRM <b>Day 2 Tuesday September 12</b> 8:30-12:00 Time at Health Dept. Inspection trip 12:00 - 1:00 <b>Lunch</b> 1:00-2:00 City Web site 2:00- 3:00 Health registration and brief 3:00-4:00 Cambridge/Somerville Resource guide training 4:00- 4:30 System Testing / Mock calls <b>Day 3 Wednesday September 13</b> 8:30-12:00 Classroom-Customer Service/Critical Elements of Customer Service 12:00-1:00 <b>Lunch</b> 1:00- 4:30 Classroom-Customer Service/Critical Elements of Customer Service <b>Day 4 Thursday September 14</b> 8:30-12:00 Time at DPW 12:00 - 1:00 <b>Lunch</b> 1:00-3:00 Creating, Managing & tracking service requests 3:00- 4:30 Life Cycle of a Work Item <b>Day 5 Friday September 15</b> 8:30-12:00 Time at T&P 12:00 - 1:00 <b>Lunch</b> 1:00- 3:00 T&P wrap up 3:00-4:30 Using resources		<b>Day 6 Monday September 18</b> 8:30-12:00 OUT-on the job training 12:00 - 1:00 <b>Lunch</b> 1:00 - 4:30 OUT <b>Day 7 Tuesday September 19</b> 8:30-11:30 OJT taking calls 11:30-12:00 DPW system changes/updates 12:00 - 1:00 <b>Lunch</b> 1:00-1:30 Multi-cultural and Human Rights training 1:30-4:00 OJT taking calls 4:00-4:30 DPW system changes/updates <b>Day 8 Wednesday September 20</b> 8:30-9:30 Walk-in training 9:30-10:30 Complaint database training 10:30-12:00 Navigating screens/ Building info database 12:00 - 1:00 <b>Lunch</b> 1:00 - 4:30 Final system adjustments and desk set-up for calls <b>Day 9 Thursday September 21</b> DAY ONE ON THE PHONES	

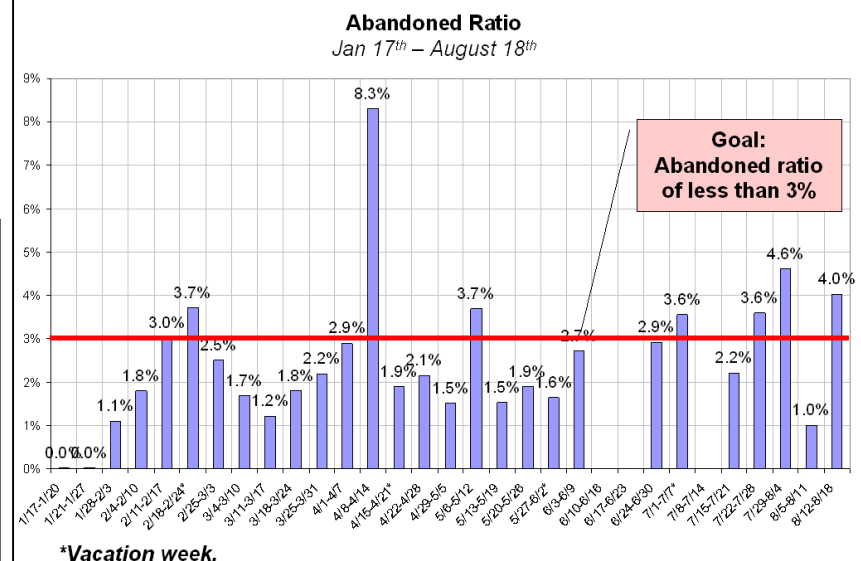
#### New Employee

September 11<sup>th</sup> – Starts

September 11<sup>th</sup> to 20<sup>th</sup> – Training

September 21<sup>st</sup> – First day on phones

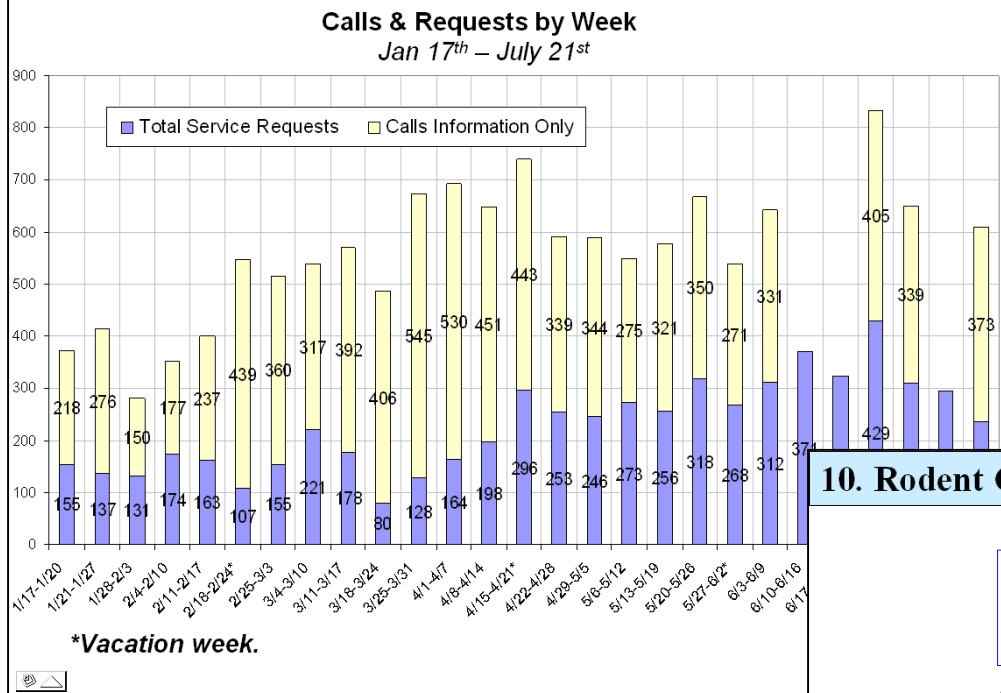
### 8. Call Analysis: Call Data by Week





## 20. 311: How do we use 311?

### 1. Call Analysis: Total Calls



•Data on calls and work requests to 311 are discussed in 311 and other departmental SomerStat meetings.

### 10. Rodent Control - Complaints Activity

#### Rodent Traffic at 311 (1/1-6/13)

##### FAQ's

How do I report a rodent problem ? - 97 hits  
How can I make my home rodent proof? - 56 hits

#### Constituent Services Concerns from Somerville Residents

1/18/2006	Constituent called to report a rodent infestation on Morrison Ave & Willow Ave as a result of the demolition of a house on Willow ave. Transferred caller to health department who will bait the sewers weekly until the rodent population has been eliminated. Constituent was transferred to ISD so they could determine if the company who did the demolition go the required extermination permits. They might have some liability.	3/28/2006	Caller called to report a huge infestation of extremely large rats. They are coming from dumpster site in front of 00 Avon Street and from the back yard at 00 Avon Street. Resident said she has never seen such large rats. She is concerned about this problem. There are little children who live on this street also, which she is concerned about with this tremendous rodent problem. Health Department notified
1/19/2006	Constituent reported a rat problem at Springfield St and requested that the sewers be baited again. Called the Health department who will reported to the inspectors.	4/ 5/2006	Hi, I am not sure what department or who would handle this. I live on a dead end street off of Beacon Street on the Cambridge/Somerville line. This dead end street abuts the railroad. As of the past month we(myself, my tenants and neighbors) have noticed a major influx of rats on this street going from yard to yard. I am assuming/hoping that this is something that either the city or the railroad is responsible for. Could you please advise me and let me know what to do or whom to contact if not you. Thanks in advance for your attention to this matter!
3/27/2006	Resident of Lowden Avenue called to complain about a rat problem in her neighborhood. She said she found a dead rat on her property and disposed of it, but this is the second time this has happened. She called last year about a dead rat in her yard also and the rodent problem in her area. She is at work, but would like someone to call her after someone has been in her neighborhood and put out bait and/or traps for the rats, so she can be assured this problem has been taken care of. Health Department was notified and will follow-up with phone call to resident and explain procedures for rat control.	5/15/2006	Caller said she lives on Chandler Street and is horrified by the number of rat burrows all over her yard and around a tree. If she puts anything down in the burrows, the rats come flying out and do a dance all over her yard. It is disgusting! Resident was referred to the Health Department.



## 21. CUSTOMER SERVICE: *How does initiative build on SomerStat?*

**Expands SomerStat Culture throughout City:** Extends SomerStat data-driven problem solving to residents and front-line staff;

**Fills Data Gaps:** Greatly increases data available for problem solving by providing real-time feedback on City's core work;

**Reinvests Savings:** Over time, will reduce costs of service delivery, allowing City to reinvest savings in initiatives that further improve service or reduce cost, perpetuating the positive SomerStat cycle;

**Models Innovation:** Breaks new ground in municipal practices, allowing the City to continue to test models that can be implemented elsewhere in the region.

## 22. CUSTOMER SERVICE: *Findings of Summer Rappaport Fellow*

### Customer Service Context: Somerville

- **Limited resources**
- **Shifting demographics**
- **Customer Service Gap:**  
On one hand, at the forefront of urban innovation; On the other, lagging behind in basic areas of service provision



### Improve Customer Service Quality through Demand Management

- Customer service in Somerville managed in four ways:

- in person
- by phone
- by mail
- by internet

Each of these transactions involves a different amount of **“customer contact time”**

### These low-impact service encounters are also what Somerville residents increasingly want:

#### LOCAL DATA

- **Online billpay transactions in the City have grown steadily since FY05:**
  - Real Estate: from FY05 to FY06 transactions increased 85% (from 441 to 813)
  - Traffic and Parking: Online ticket payment increased 108% in two years, from 8 percent of all payment transactions in July 2004 to 18 percent of all transactions in July 2006. Other transactions – walk-in, phone and mail – remained constant.
- **311:** From January 17 to June 9, 311 averaged 542 calls/week
- **Demographics:**
  - The Under-45 community represents the largest segment (59%) of Somerville's population
  - From 1990 to 2000 the number of residents with some college education increased by 23% (from 32% to 39% of overall population)
- **2006 Resident Survey:** When asked how the City could improve customer service, the majority of respondents with an idea (7%) said the City should improve its website and overall communications with residents

\*www.census.gov  
\*\*\*Resident Survey, p. 19

### Back to the Basics: Professionalize City Hall

#### Promote “One Stop” City Shopping

##### Situation:

City services are spread out in 13 buildings across the City, making it hard for residents to conduct business with the City.

##### Problem:

People expect to conduct their business with the City in one place: City Hall, the seat of city government. When they find out they can't, they become frustrated.

##### Solution:

Initiate “One-Stop Shopping” at City Hall. At first this would entail simple transactions that don't require much tracking or payment, such as yard waste stickers and recycling. As the City's online capabilities gradually increase, services offered would increase. “One-Stop Shopping” would be located at the Console Operator/Information Kiosk at the entrance of City Hall.

## 23. CUSTOMER SERVICE: *Major Goals of Customer Service Initiative*

1. Adopt mission statement
2. Build feedback tools
•Launch resident mystery shopper program
•Administer post-transaction surveys
3. Establish employee training and relations program
•Launch staff training program
•Facilitate "Stat" sessions for front-line staff
4. Improve and expand 311
•Build integrated FAQ database
•Expand 311
5. Improve and expand website functionality
•Improve web content
•Expand web transactions
6. Increase City's language capacity
•Correct flawed interpretation list
•Establish language line
•Establish website translation
7. Improve walk-in service
•Improve City facilities
•Study and improve operations

## 24. WRAP UP: *What have we needed to succeed?*

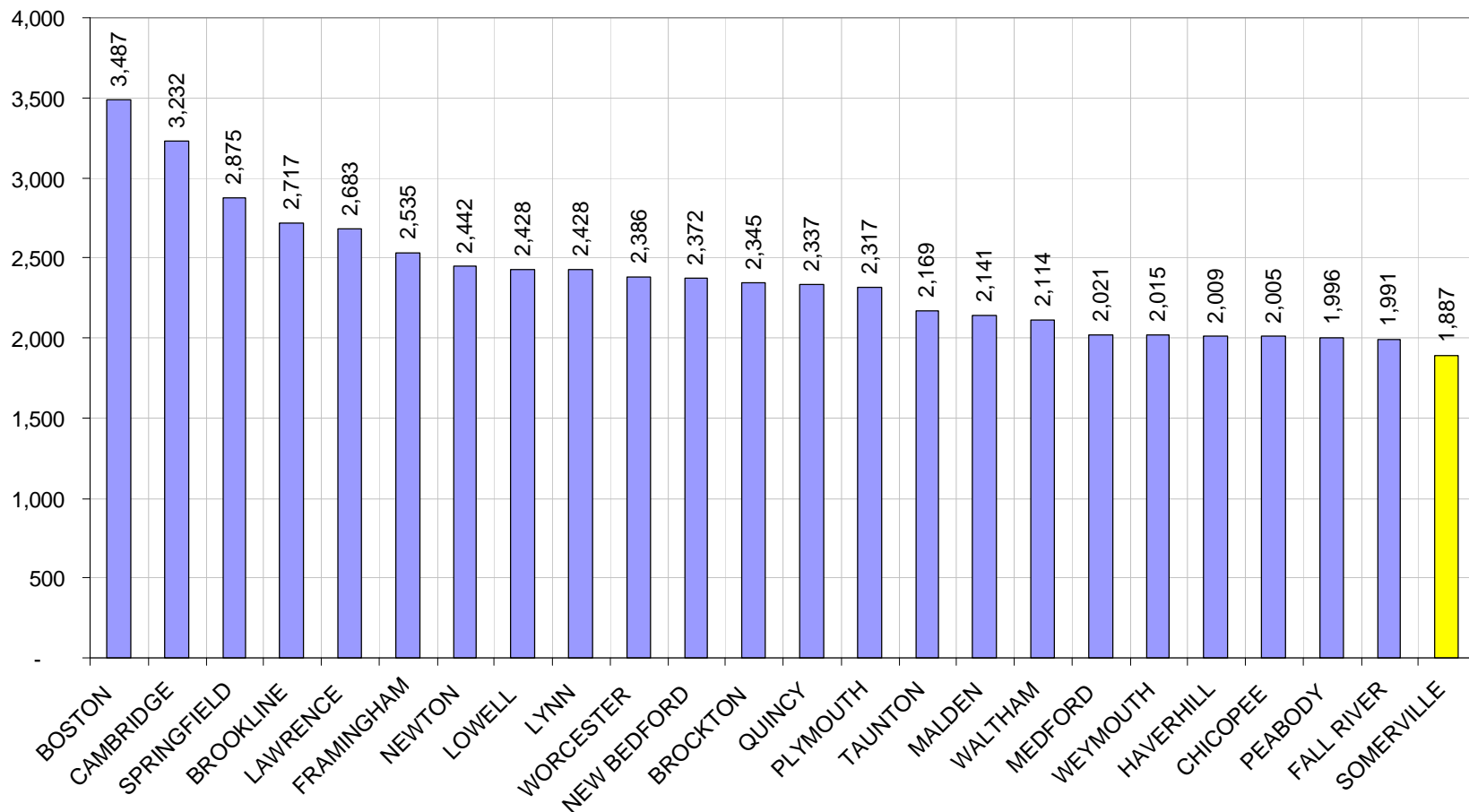
1. **Commitment of Mayor:** SomerStat and 311 are part of Mayor's Office and brief the Mayor each morning, and are recognized as acting with the Mayor's authority;
2. **Consistency of Message and Meetings:** SomerStat and the Mayor's Office quickly developed a stable set of expectations about meetings (e.g. start/stop time, hand-outs, agenda, participants' roles, and follow-up). We have been "relentless" about upholding those expectations.
3. **Incremental Progress and Use of Existing Data:** Rather than wait for information systems to improve, we immediately launched SomerStat meetings. SomerStat started with a staff of two, MS Office Suite products, and assistance from IT. We extract raw data from administrative systems and carry out analysis, rather than requiring departments to complete templates. Using existing data helps define how we can improve data management systems.
4. **Partnerships with Academia:** SomerStat can attribute many of its successes to academic partners, such as the Rappaport Institute and Professor Linda Bilmes.
5. **Dedicated SomerStat/311 Staff with Specific Expertise:** SomerStat staff includes people with significant data handling experience. Our 311 director came from the private sector with significant call center and operations experience.
6. **Leadership of Core Management Departments:** The SomerStat process works best with core management departments (e.g. Personnel, Law, Finance) who provide leadership to other departments. We had a strong staff to play this role.

## 25. WRAP UP: *Can be done on limited resources...*

### **FY05 General Fund Expenditures Per Capita for 50,000+ Population Cities**

*Source: Massachusetts Department of Revenue Municipal Databank/Local Aid Section*

<http://www.dls.state.ma.us/Allfiles.htm>



## 26. WRAP UP: *Resources*

### **Come Visit SomerStat!**

- Arrange to visit a SomerStat meeting and tour 311
- We'd be happy to send any of our databases or templates.
- *Contact.* Stephanie Hirsch, SomerStat Director, 617-625-6600 (2103), [shirsch@ci.somerville.ma.us](mailto:shirsch@ci.somerville.ma.us).

### **Other Resources**

- Baltimore's CitiStat (<http://www.ci.baltimore.md.us/news/citistat/>) hosts many visitors from municipalities who are interested in CitiStat and 311.
- The Rappaport Institute (<http://www.ksg.harvard.edu/rappaport/>) has published articles and runs workshops relating to "Stat" programs.

## 27. WRAP UP: *Visitors to Date*

### **Visitors to SomerStat and 311:**

- Sam Tyler from Boston Municipal Research Bureau
- “Stat” Project Leader from Performance and Innovation Unit of the Scottish Executive
- Harvard Professor and “Stat” expert Robert Behn
- Boston City Council President Michael F. Flaherty and staff
- 16 city managers from Ireland and Northern Ireland
- Representatives from the Rappaport Institute
- Italian visiting scholar Francesco Longo from Harvard
- Team from MIT Sloan School of Management
- City of Amesbury
- “Stat” Project Manager from San Francisco Mayor’s Office
- City of Waltham
- Department of Conservation and Recreation
- City of Haverhill
- City of Newton
- City of Hartford
- City of Lowell
- MBTA (upcoming)

### **Presentations Made on Management Initiatives:**

- Brookline Board of Selectmen retreat
- New Mayor’s seminar at KSG
- MMA Conference
- MA Government Information Systems Association (MGISA) (upcoming)

### **Responded to Inquiries From:**

- Metropolitan Area Planning Council
- Minneapolis Mayor’s Office
- Philadelphia SchoolStat Staff

### **Other Collaborations:**

- Worked with KSG professor Linda Bilmes in FY07 Budget completion, subject of forthcoming Harvard teaching case study, to be published nationally.
- Received three Rappaport Fellows over three subsequent summers.
- Will be working with New England States Region Performance Measurement Project